MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2021/2022

BIM2094 – INTERNATIONAL MANAGEMENT

(All sections/Groups)

12 AUGUST 2022
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 2 pages with 2 sections.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY. ANSWER ALL THE QUESTIONS.

QUESTION 1

Brunt Hotels, PLC, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in China. Brunt's chief executive decided that half of the new hotels in China would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget. Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably priced.

Most guests stay for one to three nights and are a combination of business and leisure travelers. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms.

The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to China to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other Asian countries. The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Asian. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries.

Source: Fiona, L.R. (2008). Retrieved June, 17 from https://www.shrm.org/certification/educators/Documents/080753_HRM_Case_Study_SW_v3.pdf

(a) Define the word "ethnocentric". Provide any **THREE (3)** reasons why Brunt Hotels would like to adopt ethnocentric approach in hiring. (10 marks)

(b) Discuss the **FOUR (4)** selection criteria that Brunt Hotels should consider when sending the UK-based manager to lead the changeover of the new hotels in China. (12 marks)

(c) Discuss the **FOUR (4)** types of verbal communication styles that UK-based manager can use to communicate effectively with the Chinese. (16 marks)

(d) China scored the following values on Hofstede's cultural dimensions: Uncertainty avoidance (30), Individualism (20) and Masculinity (66). Based on the scores given, suggest recommendation on how to motivate the personnel in China? (12 marks)

[Total: 50 marks]

Continued ...

SECTION B: STRUCTURED QUESTIONS. ANSWER ALL THE QUESTIONS.

QUESTION 1

(a) Describe the **FOUR (4)** types of diverse groups with examples. (16 marks)

(b) Discuss any **THREE (3)** factors that a Multinational Corporation needs to consider when selecting a country for investment. (9 marks)

[Total: 25 marks]

QUESTION 2

(a) As a result of technological advancement, new organisational arrangement emerged. Discuss any **TWO (2)** types of electronic network form of organisations. (5 marks)

(b) Discuss any **FOUR (4)** circumstances that encourage Multinational Corporation to practice decentralisation of decision making in subsidiary operations. (10 marks)

(c) The U.S executive and the Japanese executive process information differently. Discuss the approach each of them uses in processing information. (10 marks)

[Total: 25 marks]

End of Paper